Department of Child Safety
Fiscal Year 2020 Strategic Plan 2-pager

**Vision**
Children thrive in family environments free from abuse and neglect.

**Mission**
Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

**Agency Description**
DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, family foster care and kinship care services; services to promote the safety, permanence and well-being of children with foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

**Executive Summary**
The Arizona Department of Child Safety (AZDCS) strategies have been developed and aligned to reach our vision.

- **Improve objective decision making in investigations and Ongoing**
  *We seek to improve our practice through standardization, reduction of case transfer time and improved timeliness of service delivery.*

- **Develop and retain a highly effective workforce that engages with child welfare partners to serve children and families**
  *We seek to develop a well-trained, well-coached, well-supervised and well-compensated workforce. This will translate to better outcomes for children and families.*

- **Reduce length of stay for children in out-of-home care**
  *We seek to find permanency for all children within 12 months of entering care. When this is not possible, we seek the least restrictive placement and permanency options.*

- **Provide a quality experience for children while in out-of-home care**
  *We seek to increase the number of care days children are placed in a family-like setting. We support each child’s health, emotional, behavioral and educational needs, we want all of Arizona’s children to thrive by building a network of supportive adults around them.*

- **Reduce recurrence of maltreatment by providing quality service**
  *We seek to continuously monitor and improve our processes and systems from intake to permanency in a culture of safety for all*
<table>
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| 1 | Improve timelines to permanency | • Increase the percentage of children achieving permanency within 12 months of entering foster care  
• Of children in foster care for 12 months or more at the start of the year, increase the percentage achieving permanency by the end of the year | • Standardize referral and delivery of in-home case management  
• Implement a clinical case management practice model  
• Increase successful transition to adulthood of all children 14+ while in foster care  
• Improve the timeliness and appropriateness of permanency goals |
| 2 | Increase the placement of children in a family-like setting | • Decrease the number of placement moves per 1,000 care days  
• Increase the percentage of care days spent in a family setting | • Improve supports to kinship families  
• Improve the system-wide placement array for children in foster care (traditional, medical, developmentally disabled, behavioral health, and detention) |
| 3 | Improve employee retention through improved Supervision | • Reduce agency employee turnover  
• Reduce Supervisor turnover  
• Percentage of leaders receiving coaching on a monthly basis  
• Increase proficiency score of Supervision Coaches | • Implement leader selection and development processes  
• Define and implement training: Day 1 as a new Supervisor  
• Design and implement the Supervision Coach Program |
| 4 | Develop and implement the agency IT infrastructure | • Complete 100% of IT implementation plan | • Implement Guardian |
| 5 | Implement an Integrated Health Plan | • Percent of identified EPSDT services delivered  
• Percent of identified EPSDT services delivered on time  
• Complete 100% of ASO model integration | • Finalize and launch RFP for Behavioral Health-Administrative Services Organization model integration  
• Develop and implement organization and processes that support quantifying and measuring delivery of EPSDT services |